

VETERANS HEALTH ADMINISTRATION

Homeless Programs Office

Strategic Plan 2021-2025

EXTERNAL

TOGETHER,
WE CAN END
VETERAN
HOMELESSNESS!

VA



U.S. Department of Veterans Affairs
Veterans Health Administration

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Introduction

EXECUTIVE SUMMARY



I am Monica Diaz, Executive Director of the Homeless Programs Office (HPO) of the Veterans Health Administration (VHA). I am grateful to have the opportunity to serve our nation's Veterans in a capacity that promotes a holistic approach to the restoration of their health. My office is dedicated to finding solutions to increase access to permanent housing and offering programs and services that provide a sense of dignity, belonging, personal empowerment, and independence. I have made it my mission to ensure that HPO is able to meet the changing needs of Veterans who are experiencing homelessness.

HPO has evolved since its inception in 1987. Through the amendment of the Hearth Act in 2009 and 19 other federal agencies, we have established a unified and formalized approach to addressing homelessness. To date, results of the annual Point-in-Time Count show a nearly 50% reduction in homelessness among Veterans. We believe that our network of partnerships, the implementation of evidence-based Housing First approaches, the establishment of innovative initiatives, and the relentless dedication and hard work of the VA staff have contributed to this reduction.

Our strategic plan outlines our vision for the future and highlights our path to achieve the ambitious goal of ending homelessness among Veterans and their families. The plan includes six fundamental objectives and their associated strategies for the future.

Because we understand that we cannot achieve our goal alone, we are committed to pursuing objectives and strategies that take advantage of the support of our community partners and stakeholders. We also employ data and research methodologies to evaluate services that can meet the evolving needs of Veterans and provide the right training and resources to ensure and promote our staff's success in addressing and attending to the needs of Veterans and their families.

I invite you to join my team and me on this journey. Together, we can end Veteran homelessness.

Monica Diaz, MBA, BA, L-NHA

Senior Executive Director, Homeless Programs Office
Veterans Health Administration
Department of Veterans Affairs

CONTRIBUTORS AND ACKNOWLEDGMENTS

HPO would like to acknowledge the following groups and organizations whose contributions were vital to the development of this strategic planning document:

- **Homeless Programs Office Staff.** Staff from HPO's various sections and programs who provided information and insight.
- **VA Stakeholders.** Countless VHA Network Homeless Coordinators and other VA and VHA leadership participants who helped create content.
- **Strategic Decision and Coordination Team (SDCT).** SDCT is a collaborative decision-making body representing the Department of Veterans Affairs (VA), the Department of Housing and Urban Development (HUD), and the U.S. Interagency Council on Homelessness (USICH). Together, these agencies execute activities necessary to prevent and end Veteran homelessness.
- **Advisory Committee on Homeless Veterans (ACHV).** ACHV is authorized by statute and operates under the provisions of the Federal Advisory Committee Act. ACHV advises and makes recommendations to the Secretary of the Department of Veterans Affairs and Congress on the provision of benefits and services to Veterans experiencing homelessness and on other issues affecting this population.
- **National Alliance to End Homelessness (NAEH).** NAEH is a nonprofit organization whose sole purpose is to end homelessness in the United States. NAEH uses research and data to find solutions to homelessness, works with federal and local partners to create a solid base of policy and resources that support those solutions, and helps communities implement them.
- **Community Solutions.** Community Solutions is a nonprofit that leads Built for Zero, a movement of more than 80 cities and counties to use data to radically change how they work and achieve impact and prove it is possible to make homelessness rare and brief. To propel this movement to end homelessness up and over a tipping point, partners work with communities to solve the most persistent challenges that stand in the way
- **National Coalition on Homeless Veterans (NCHV).** NCHV is a nonprofit organization that serves as a resource and technical assistance center for a national network of community-based service providers and local, state, and federal agencies that provide emergency and supportive housing, food, health services, job training, placement assistance, legal aid, and case management for Veterans experiencing homelessness.

A close-up photograph of several hands of different skin tones (white, light brown, dark brown) clasped together in a supportive grip. The hands are raised, and the background is a blurred indoor setting with large windows. The text is overlaid in the center of the image.

**Working together, we
can prevent Veteran
homelessness.**

Section 1: Mission, Vision, Values

MISSION STATEMENT

Our mission is to assist Veterans and their families in obtaining **permanent and sustainable housing** with access to high-quality health care and supportive services, and to ensure that Veteran **homelessness is prevented or otherwise rare, brief, and nonrecurring**.

VISION STATEMENT

Our vision is to **end homelessness for all Veterans and their families** using evidence-based, innovative practices and partnerships to provide access to permanent housing and deliver services that are Veteran-centered, equitable, and inclusive, leading to personal empowerment and increased independence.

HOMELESS PROGRAMS OFFICE (HPO) CORE VALUES

HPO's core values — **H.P.O. C.A.R.E.S** — embrace VA's I-CARE values and are embodied in everything we do in pursuit of our mission.

HOME: We believe that ending homelessness starts by providing a **safe, affordable, and stable place to call home** using a holistic and inclusive approach that is responsive to the needs of each Veteran and their family.

PARTNERSHIPS: We **engage in meaningful partnerships** at the federal, state, and local levels that enhance access to care, improve service coordination, and support the use of resources, ensuring partners share HPO's values.

OWNERSHIP: We believe that **our work reflects our values**. We practice **integrity** through each one of our actions, and we do what we say we will do.

COMMITMENT: We commit to identifying new and better ways to accomplish our goals through **intelligent risk-taking, creativity, collaboration, continual research, and education**.


ADVOCACY: We advocate **immediate and long-term solutions for Veterans and their families at risk of or experiencing homelessness**, propose and implement

policy changes, challenge policies that create racial disparities in homelessness, and seek out resources and partnerships to carry out our mission.

RESPECT: We treat all people with dignity and respect, with the continual understanding that **we are all part of one mission**. We **respect the right to self-determination** among Veterans and their families by demonstrating a high regard for their individual values, preferences, and needs.

EXCELLENCE: We achieve excellence by **understanding our mission, our values, our goals, and our roles** in the organization. We attain excellence through the pursuit of **data and research-driven decisions, continual quality improvement, accountability**, and integration of **best-practice approaches**.

SERVICE: We provide exceptional **mission-driven customer service** to all whom we interact with including Veterans and their families, stakeholders, community partners, colleagues, and staff.



**Housing First helps
to put Veterans
on the path to
permanent housing
and decreases the
risk of housing
instability.**

Section 2: HPO Practices and Pillars

HPO PRACTICES

HPO's ability to achieve targeted outcomes resides on the integration of services and programs and three essential practices:

- **Conducting** coordinated and preventive outreach by proactively seeking and identifying Veterans in need of assistance.
- **Connecting** homeless and at-risk Veterans with housing solutions (www.va.gov/homeless/housing.asp), health care (www.va.gov/homeless/health_care.asp), community employment services (www.va.gov/HOMELESS/HVCES.asp), and other supportive services.
- **Collaborating** with federal, state, and local agencies; employers; housing providers; faith-based and community nonprofits; and others to expand employment and affordable housing options for Veterans exiting homelessness.

HPO PILLARS

HPO's practices, programs, and services center on our commitment to ending homelessness among Veterans and are based on seven pillars: outreach, health care treatment, housing solutions and supportive services, community employment, community partnerships, administrative operations, and data analytics and research.

Our Seven Pillars



These pillars are foundational to the many homeless programs and services HPO established over the years that have evolved to meet the needs of homeless Veterans and their families. HPO programs that fall under each of the pillars are described in the following section. Details regarding these programs can be found in the HPO Fact Sheet (www.va.gov/HOMELESS/docs/HPO-General-Fact-Sheet-FY2020-Final-12-9-2020.pdf).



Outreach

National Call Center for Homeless Veterans (NCCHV), established in 2009-2010. This hotline provides free 24/7 access to VA staff who can assist homeless and at-risk Veterans and their families. The hotline also serves VA medical centers (VAMCs); federal, state, and local partners; community agencies; service providers; and others.

For more information, visit www.va.gov/homeless/nationalcallcenter.asp.

Veteran Justice Programs (VJP), authorized by law in 2001. Two prevention-focused programs were established between 2007 and 2009.:

- **Health Care for Re-entry Veterans (HCRV), established in 2007.** The HCRV program addresses the needs of Veterans who are returning to their community following a period of incarceration. For more information, visit www.va.gov/homeless/reentry.asp.
- **Veterans Justice Outreach (VJO), established in 2009.** The goal of the VJO program is to prevent homelessness among formerly incarcerated Veterans and avoid the unnecessary criminalization and extended incarceration of Veterans with mental illness. For more information, visit www.va.gov/homeless/vjo.asp.

Supportive Services for Veteran Families (SSVF), established in 2012. SSVF provides both prevention and intervention services for Veterans and their families who are homeless or at risk of becoming homeless. SSVF awards grants to private nonprofit organizations and consumer cooperatives that provide outreach and case management services to eligible Veteran families and assist them in obtaining VA and other benefits, which may include legal assistance, childcare, vocational counseling, transportation, housing, and referrals to health care. For more information, visit www.va.gov/homeless/ssvf.asp.



Health Care Treatment

Homeless Patient Aligned Care Teams (HPACTs), established in 2011. HPACTs provide a coordinated “medical home” that is tailored to homeless Veterans’ needs and helps them obtain and stay in permanent housing. For more information, visit www.va.gov/homeless/h_pact.asp.



Housing Solutions and Supportive Services

Health Care for Homeless Veterans (HCHV), established in 1987. The primary goal of HCHV's two programs is to reduce homelessness among Veterans by connecting them with health care and other needed services. Through outreach, case management, and contract residential services, chronically homeless Veterans — especially those with serious mental health diagnoses or substance use disorders — are provided with quality VA or community-based housing and services that meet their special needs. For more information, visit www.va.gov/homeless/hchv.asp.

- **Stand Downs, established in 1989.** Stand Downs are collaborative events organized by local VAMCs with support from community agencies, other government agencies, and community groups that serve people who are homeless. For more information, visit www.va.gov/homeless/events.asp.
- **Community Resource and Referral Centers (CRRCs), established in 2010.** CRRCs are a collaborative effort of VA, communities, service providers, and agency partners to provide both a refuge from the streets and a central location to engage homeless Veterans in services. When Veterans enter these centers, they are referred to physical and mental health care resources, job development programs, housing options, and other VA and non-VA benefits. For more information, visit www.va.gov/homeless/crrc.asp.

Homeless Providers Grant and Per Diem (GPD), established in 1992. Through the GPD program, VA awards grants to community-based agencies to create transitional housing programs. GPD-funded projects offer communities a way to provide housing and other services to homeless Veterans and helps VAMCs by augmenting or supplementing the services they provide. For more information, visit www.va.gov/homeless/gpd.asp.

U.S. Department of Housing and Urban Development – VA Supportive Housing (HUD-VASH), established in 1992. Through this collaborative program, HUD provides eligible homeless Veterans with a housing choice rental voucher and VA provides case management and supportive services. For more information, visit: www.va.gov/homeless/hud-vash.asp.



Community Employment

Homeless Veterans Community Employment Services (HVCES), established in 2014. HVCES deploys more than 150 Vocational Development Specialists, who serve as Employment Specialists and Community Employment Coordinators in VA homeless programs across the country to improve employment outcomes for homeless Veterans. For more information, visit www.va.gov/homeless/hvces.asp.



Community Partnerships

Project CHALENG (Community Homelessness Assessment, Local Education and Networking Groups), established in 1993. This project brings together service providers, advocates, Veterans, local officials, and other concerned citizens to identify and meet the needs of homeless Veterans through planning and cooperative action. For more information about the project, including the demographics of the participants and full details of the top-10 unmet needs for Veterans, visit www.va.gov/homeless/challeng.asp.

Office of Community Engagement, established in 2014. The Office of Community Engagement serves as a trusted resource and a catalyst for the growth of effective partnerships at the national, state, and community level. VA establishes partnerships to enhance supportive services and resources for Veterans experiencing or at-risk of homelessness. For more information, visit www.va.gov/healthpartnerships.



Data Analytics and Research

National Center on Homelessness among Veterans (NCHAV), established in 2010. NCHAV promotes recovery-oriented care for Veterans who are homeless or at risk for homelessness by conducting and supporting research; assessing the effectiveness of programs; identifying and disseminating best practices; and inform policymakers. NCHAV serves as a resource center for all research and training activities. For more information, visit www.va.gov/homeless/nchav/index.asp.

Office of Analytic and Operational Intelligence (OAIO), established in 2016. OAIO's mission is to provide visibility for and insights into homeless program operations, with the goal of improving program performance, strategic management, and operational efficiency. OAIO leads program evaluation, technical assistance, data collection and management, operational analysis, and performance improvement efforts across HPO.



Administrative Operations

The administrative operations teams ensure the program office receives high-quality administrative and operational support. These teams provide HPO staff with information and guidance that promote the efficient and effective use of financial, human capital, and other resources. They also deliver a full spectrum of business and operational management services, using resourceful planning, continual process improvement, and agility to meet the needs of customers.

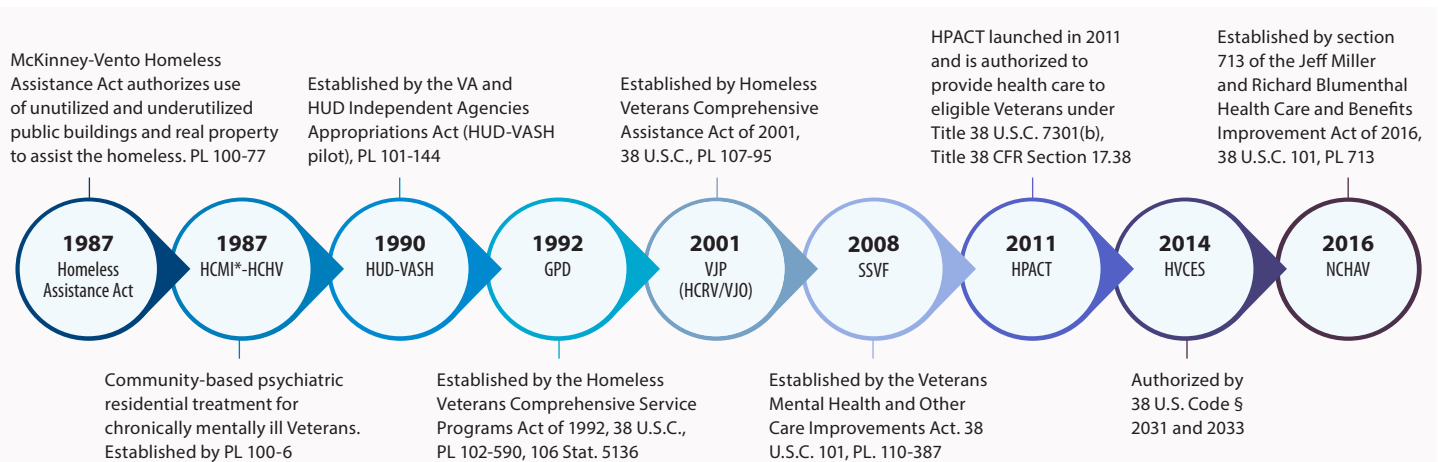
HPO Finance Team. The mission of the HPO Finance Team is to provide timely and accurate financial information to key stakeholders while effectively managing financial resources in compliance with VA policy and federal laws and regulations. The team is dedicated to the effective and efficient execution of HPO's fiscal responsibilities and committed to (1) establishing and maintaining centralized financial functions that incorporate appropriate internal controls and generate reliable financial information in accordance with established rules and regulations; and (2) developing, maintaining, and advocating for fiscally responsible, sustainable budgets and related management recommendations for the Executive Director.

— **HPO Business Operations Team, established in 2012.** The HPO Business Operations Team provides management and quality assurance oversight of HPO's products, processes, and operations. Through its work, this team guides the overall direction, facilitation, and accomplishment of program office goals and objectives with a focus on providing quality services in human resources, correspondence, office action and deliverable tracking, inventory management, space management, and overall administrative support.

LEGISLATIVE TIMELINE OF HOMELESS PROGRAMS

The graphic below shows VHA's legislative timeline for the authorization of HPO's different programs and services.

Figure 1. Homeless Services Timeline



*Homeless Chronically Mentally Ill



Our work reflects
our values.

Section 3: Objectives and Strategies

HOMELESS PROGRAMS OFFICE OBJECTIVES AND STRATEGIES

The following six objectives and associated strategies were identified to propel HPO's vision and mission forward. These objectives and strategies will be re-assessed annually and updated as appropriate.

OBJECTIVE 1: Expand and increase housing stock.

Strategies to achieve objective:

- 1.1:** Provide access to a variety of housing options.
- 1.2:** Strengthen and build partnerships across federal, state, and private entities to expand housing stock availability.
 - 1.2.A:** Collaborate with the Office of Asset Enterprise Management to develop an Enhanced Use Lease handbook for developers interested in providing housing for the homeless.
 - 1.2.B:** Promote the utilization of HUD-VASH vouchers for project-based development and work with HUD, public housing authorities, VAMCs, and other partner agencies to promote this effort.
 - 1.2.C:** Collaborate with the National Equity Fund to promote the use of project-based vouchers to target high-market rent communities.
 - 1.2.D:** Develop initiatives towards enhancing and creating partnerships that expand housing stock and affordable housing opportunities.
 - 1.2.E:** Collaborate with communities to expand capacity and repurpose existing housing stock (e.g., conversion of hotels/motels to single-room occupancy and studio apartments, conversion of transitional housing to permanent housing stock, shared housing, and diversion opportunities).
- 1.3:** Explore the development of a legislative proposal to convert excess capitolly committed transitional housing to permanent housing.

OBJECTIVE 2: Prevent and resolve returns to homelessness.

Strategies to achieve objective:

- 2.1:** Increase case management for Veterans by ensuring enough VA-designated grant support and/or contract staffing exists to deliver services.

- 2.2:** Enhance income and financial stability to ensure that homeless and at-risk Veterans can afford to obtain and sustain housing.
 - 2.2.A:** Expand access to employment opportunities and/or vocational training opportunities (e.g., through linkage to Department of Labor Homeless Veterans Reintegration Program).
 - 2.2.B:** Assist Veterans and their family members with obtaining entitlements and other benefits, as appropriate. To this end, continue to promote the use of SSI/SSDI Outreach, Access, and Recovery (SOAR) among homeless programs.
- 2.3:** Implement integrated joint initiatives across HPO programs and services to assist the communities identified.
- 2.4:** Facilitate the full integration of the local coordinated entry system (CES).
 - 2.4.A:** Support the VAMCs adopting and implementing all HPO guidance regarding participation in a CES.
- 2.5:** Collaborate with stakeholders in communities with high Point-In-Time Counts or large unsheltered populations to assess processes that will promote local planning efforts.
 - 2.5.A:** Use research and data analysis to study precipitating factors for homelessness recidivism and apply the information to guide strategic preventive interventions.
- 2.6:** Update Notices of Funding Availability (NOFA) and contract language or pursue regulatory changes that will target current needs and strategically prioritize the unsheltered homeless population.
- 2.7:** Optimize the identification of and outreach efforts to justice-involved Veterans and promote increased access to civil legal services.

OBJECTIVE 3: Enhance targeted services to address the needs of high-acuity and vulnerable populations (e.g., Veterans who are older, have a history of opioid misuse, or are at risk for suicide).

Strategies to achieve objective:

- 3.1:** Implement initiatives and approaches that support the integration of geriatric rehabilitation with homeless programs.
 - 3.1.A:** Develop housing pilots to address the needs of the frail and elderly homeless Veteran population.
 - 3.1.B:** Work with HUD to promote project-based voucher development, specifically targeting senior housing development opportunities (serving Veterans 55 and above).

- 3.1.C:** Promote the use of Supportive Services for Veteran Families (SSVF) Shallow Subsidies by grantees and Continuums of Care to assist at-risk seniors on fixed incomes with addressing increasing rent burdens.
- 3.2:** Implement interventions for homeless Veterans at high risk for suicide in partnership with the Office of Mental Health and Suicide Prevention.
 - 3.2.A:** Utilize research and VA Recovery Engagement and Coordination for Health – Veterans Enhanced Treatment (REACH VET) program data to identify homeless Veterans at high risk of suicide and the factors contributing to the risk of suicide.
 - 3.2.B:** Educate Veterans, family members, and care providers about opioid use, overdose, and procedures to prevent overdose.
 - 3.2.C:** Increase the availability of Naloxone and disseminate information on promising practices related to its availability.
 - 3.2.D:** Collaborate with the Office of Mental Health and Suicide Prevention (OMHSP) to develop initiatives or approaches that will provide meaningful interventions for Veterans who are at risk of suicide while receiving care from VA Homeless Programs.
- 3.3:** Provide a holistic and person-centered approach to homelessness by adopting evidence-based methods designed to motivate Veteran participation in programming.
- 3.4:** Develop and maintain an agile response system that addresses public health crises, including the coronavirus pandemic, that influence the services to homeless or at-risk Veterans.
 - 3.4.A:** Conduct an annual assessment to identify and remove programmatic and policy barriers that impact VA-funded programs.
 - 3.4.B:** Develop a system to rapidly increase emergency housing and eviction prevention efforts.
 - 3.4.C:** Develop and maintain comprehensive technical assistance for community providers and VAMC homeless programs' staff on how to respond to a public health crisis.
 - 3.4.D:** Develop and maintain policies and procedures ensuring universal testing of Veterans in VA-funded congregate living environments, as appropriate, during a public health crisis.
 - 3.4.E:** Foster both internal VA and external federal agency partnerships to ensure there is a coordinated federal response to a public health crisis.
 - 3.4.F:** Expand the ability to provide virtual care to homeless Veterans, if required, due to a public health crisis.
 - 3.4.G:** Publish a GPD capital grant NOFA that will provide funding to grantees with congregate settings to remodel or develop individual living units to facilitate social distancing.

OBJECTIVE 4: Support the development of a highly skilled workforce.

Strategies to achieve objective:

- 4.1:** Promote a workplace culture that accepts and celebrates diversity and inclusion.
- 4.2:** Create a comprehensive staff development plan that supports a succession pipeline of homeless program staff.
- 4.3:** Launch a self-directed curriculum and certificate program based on the competency model specific to the homeless population in the VA Talent Management System (seven-domain course).
 - 4.3.A:** NCHAV will identify existing and needed curriculum, training, education, and technical assistance related to the competency model.
 - 4.3.B:** NCHAV will review, catalog, and make available or develop content as necessary, using multiple modalities and consulting researchers and experts on homeless populations.
- 4.4:** Identify and address the causes of burnout among staff working in homeless programs.
- 4.5:** Continue to advocate for filling homeless program vacancies.
 - 4.5.A:** Explore and promote innovative hiring and retention practices such as debt reduction, special salary rates, etc.
 - 4.5.B:** Assist Network Homeless Coordinators and homeless program managers with data, analysis, and strategies for making the business case for advertising for a homeless program full-time employee (FTE) through VERA, showing return on investment, etc.

OBJECTIVE 5: Use research and state-of-the-art analytical data, evaluation tools, and processes to make informed and timely decisions.

Strategies to achieve objective:


- 5.1:** Develop, modernize, and sustain tools to streamline processes and provide VAMC homeless program managers with the necessary insights to make data-driven decisions.
- 5.2:** Incorporate HPO leaders and staff's insights into program operations with the goal of improving program performance, strategic management, and operational efficiency. In support of this, provide training, education, and tools to HPO leaders and staff to assist them in using data internally and with community partners.
- 5.3:** Lead initiatives that support data-driven, enterprise-wide decisions and actions.

- 5.4:** Promote research that provides a comprehensive understanding of homeless programs and the Veterans they serve and enables the identification, evaluation, and rapid implementation of evidence-based strategies to end and prevent homelessness and improve treatment and Veteran services.

OBJECTIVE 6: Provide equitable services and outcomes through all homeless programs and services.

Strategies to achieve objective:

- 6.1:** Form a National Racial Equity and Racial Justice Workgroup that ensures homeless programs operate in an equitable and just manner through the continuous development and implementation of antiracist policies and practices at the national, regional, and local levels.
- 6.1.A:** Provide training and resources to further systemic knowledge and expertise in building and maintaining a culture of competency around issues of race, gender, and equity.
 - 6.1.B:** Promote recruitment and hiring practices that support a culture of diversity and reflect the culture and racial diversity of the community's population.
 - 6.1.C:** Analyze data and study explicit and implicit factors and patterns that perpetuate disparities and inequalities and develop and implement national strategies for making positive, measurable, and equitable changes within HPO and at the field level.
- 6.2:** Enhance grant applications and guidelines to demonstrate a commitment to racial equity design and outcomes.
- 6.3:** Assess and combat the stigmatization of justice-involved Veterans, including stigmatization based on multi-group identities (including but not limited to race, gender identity, sexual identity, socioeconomic status, and legal history).
- 6.4:** Promote research focused on homeless programs and services inclusive of studying racial disparities in domains that impact the homeless Veteran program population.

The background of the image features a close-up of the American flag on the left, with its stars and stripes clearly visible. To the right, a portion of the official seal of the United States Department of Veterans Affairs is shown. The seal is circular with a blue border containing the words "DEPARTMENT OF VETERANS AFFAIRS" and "UNITED STATES OF AMERICA". The center of the seal depicts an eagle with its wings spread, perched on a shield with the American flag's colors. The entire image has a slightly textured, fabric-like appearance.

**We are committed
to providing
services that are
equitable, just, and
responsive to the
diverse needs of the
Veterans we serve.**

Section 4: Crosswalk of VA Strategic Objectives, HPO Objectives

HPO's strategic plan is designed to support and complement the goals of the Department of Veteran Affairs Strategic Plan for Fiscal Years 2018-2024 (Refreshed May 31, 2019) (www.va.gov/oei/docs/VA2018-2024StrategicPlan.pdf). VA's strategic plan outlines major changes the department will make to deliver better options for Veterans to receive the benefits, care, and services they need. VA's path to competitiveness is shaped by its priorities: customer service, implementation of the Maintaining Integral Systems and Strengthening Integrated Outside Networks (MISSION) Act of 2018, business system transformation, and electronic health record modernization. In addition to these priorities, major focus areas such as the prevention of Veteran suicide define VA's operational focus. Together, these priorities and focus areas will make VA a stronger organization that provides better outcomes for Veterans, taxpayers, and society. The major goals of VA's strategic plan are:

GOAL 1: Veterans choose VA for easy access, greater choices, and clear information to make informed decisions.

- **Strategic Objective 1.1:** VA understands Veterans' needs throughout their lives to enhance their choices and improve customer experiences.
- **Strategic Objective 1.2:** VA focuses on Veteran outcomes to tailor choice.

GOAL 2: Veterans receive highly reliable and integrated care and support and excellent customer service that emphasizes their well-being and independence throughout their life journey.

- **Strategic Objective 2.1:** VA has collaborative, high-performing, and integrated delivery networks that enhance Veteran well-being and independence.
- **Strategic Objective 2.2:** VA ensures at-risk and underserved Veterans receive what they need to end Veteran suicide, homelessness, and poverty.

GOAL 3: Veterans trust VA to be consistently accountable and transparent.

- **Strategic Objective 3.1:** VA is always transparent to enhance Veterans' choices, to maintain trust, and to be openly accountable for its actions.
- **Strategic Objective 3.2:** VA holds personnel and external service providers accountable for delivering excellent customer service and experiences while eliminating fraud, waste, and abuse.

GOAL 4: VA will transform business operations by modernizing systems and focusing resources more efficiently to be competitive and to provide world-class customer service to Veterans and its employees.

- **Management Objective 4.1:** VA's infrastructure improvements, improved decision-making protocols, and streamlined services enable VA to adapt to changing business environments and Veterans' needs.
- **Management Objective 4.2:** VA will modernize its human capital management capabilities to empower and enable a diverse, fully staffed, and highly skilled workforce to consistently deliver world-class services to Veterans and their families.
- **Management Objective 4.3:** VA IT modernization will deliver effective solutions that enable VA to provide improved customer service and a secure, seamless experience within available resources in a cost-effective manner.
- **Management Objective 4.4:** VA will institutionalize data-supported and performance-focused decision making that improves the quality of outcomes.

Table 1. Crosswalk: A Visual Representation of the Alignment of Objectives

Objective Crosswalk: HPO Strategic Objectives		U.S. Department of Veterans Affairs Strategic Goals and Priorities, FY 2018-2024 Strategic Objectives and Management Objectives									
		GOAL 1		GOAL 2		GOAL 3		GOAL 4			
		Obj. 1.1	Obj. 1.2	Obj. 2.1	Obj. 2.2	Obj. 3.1	Obj. 3.2	Obj. 4.1	Obj. 4.2	Obj. 4.3	Obj. 4.4
Objective Crosswalk: HPO Strategic Objectives	Objective 1: Expand and increase housing stock			✓	✓			✓			
	Objective 2: Prevent and resolve returns to homelessness	✓	✓	✓	✓	✓					
	Objective 3: Enhance targeted services to address needs of high acuity and vulnerable populations	✓	✓	✓	✓	✓	✓	✓			
	Objective 4: Support the development of a highly skilled workforce			✓	✓	✓	✓	✓	✓	✓	✓
	Objective 5: Use research and state of the art analytical data, evaluation tools and processes to make informed and timely decisions	✓	✓	✓	✓	✓		✓	✓	✓	✓
	Objective 6: Provide equitable services and outcomes through all homeless programs and services	✓	✓	✓	✓	✓	✓				



VA



U.S. Department of Veterans Affairs
Veterans Health Administration